



# **Army Enterprise Integration Oversight Office (AEIOO)**

## **Organizational Change Management / Communication Strategy and Plan**

**November 21, 2003**



Army Enterprise Integration Oversight Office  
(AEIOO)



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## 1. INTRODUCTION

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The National Defense Authorization Act for Fiscal Year 2003 (Public Law 107-314) instructed the Department of Defense to develop an Enterprise Architecture, and a transition plan to achieve it, that meet certain requirements<sup>1</sup>. The Act also requires the establishment of a process to control systems investments. In response to this Congressional Mandate, the Secretary of Defense created the Business Management Modernization Program (BMMP) as an enterprise-wide transformation program to oversee and direct these efforts. The goals of the BMMP are to achieve<sup>2</sup>:

- Reliable and timely financial and management information
- Integrated business processes
- Standardized and interoperable systems
- Most importantly, optimal support for our combat forces

The Army is undergoing its own, unprecedented Transformation with the objective of achieving a strategically responsive, dominant force at every point in the full spectrum of operations. The Future Force must be more responsive, easily mobilized and deployed, agile, versatile, modular, scalable, lethal, survivable and sustainable<sup>3</sup>. Achieving this transformation will require a combination of advanced technologies, organizational changes, people, processes and concepts to create new sources of Army military power. Such an end-to-end, enterprise-wide transformation must include both the operational and the institutional Army. It is the development and delivery of consolidated management information, enhanced decision support tools and capabilities, and accelerated development of human capital that will provide the new enabling technologies.

And it is the institutional Army's transformation of business systems, processes and practices that will produce the streamlining necessary to release the resources (personnel, dollars and time) required for this Transformation across the institutional domains designated by BMMP of:

- Acquisition
- Logistics
- Installations and Environment
- Human Resources
- Finance
- Strategic Planning and Budgeting
- Technical Infrastructure



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At the same time, the Operational Army is fighting a war and transforming, working toward development of the Futures Force, across the five Joint Warfighting Capability Assessment domains:

- Force Application
- Battlespace Awareness
- Focused Logistics
- Protection
- Command & Control

Each of the domains listed above must work together to eliminate boundaries, to find the right balance, to synchronize transformation between the institutional and operational Army that will identify opportunities to optimize the Army at the enterprise level. The Army must transform from end-to-end - One Army, One Enterprise.

## **1.1 PURPOSE OF THE AEIOO OCM / COMMUNICATIONS STRATEGY AND PLAN**

The Secretary of the Army established the Army Enterprise Integration Oversight Office (AEIOO) to serve as the single point-of-contact for the BMMP and the Secretary within the Army, in support of PL 107-314, and the transition to the objective Business Enterprise Architecture (BEA) within the Army.

The purpose of the Army Enterprise Integration Oversight Office (AEIOO) is to provide, on behalf of the Secretary of the Army, top-level policy, guidance, and direction in the definition, design, implementation and integration of enterprise solutions across the Army, and between the Army and the Department of Defense (DOD), and other external organizations<sup>4</sup>. This Office was created to support Transformation by providing the oversight required to:

- Support Army business transformation objectives for the operational and institutional Army, across all institutional domains, through enterprise integration.
- Develop an end-to-end strategy and provide governance for the integrated development of Army-wide functional Enterprise Resource Programs (ERPs), enterprise architecture, and system enterprise integration development initiatives, projects, programs, systems, and services.
- Ensure all ERP-related transformation, enterprise application, business process modernization, integration architecture, and architecture development projects are coordinated and synchronized, including costs, schedules, performance measures, quality and sustainment.



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- Support executive decision-making on enterprise and ERP integration and business process change through the identification of metrics and data repositories.

The Army Vision and Transformation objectives have unprecedented levels of support. The principle external stakeholders - the Commander in Chief, the Secretary of Defense, and the Congress have all documented their guidance and direction, and provided their unqualified support to this Transformation. The Chief of Staff, Army is leading this effort internally through his selections for senior leadership, the establishment and empowerment of key transformation offices and organizations, and by providing his clear and consistent guidance and direction.

The Army as an enterprise must take full advantage of this favorable climate, this synergy, to build a culture of innovation and institutional transformation by:

- Promoting cooperation
- Sharing information
- Gaining greater control over Resource Management
- Building better, more effective and efficient business processes and procedures
- Adopting Commercial Off-the-Shelf (COTS) Solutions and ERPs with their business 'best practices' embedded and unchanged.
- Find faster, more effective, less labor intensive ways to perform necessary services or complete transactions that will free both people and dollars that can be re-directed out to the field, the operational Army
- Enhance accountability and provide performance metrics that will capture, track, and report progress - within and between domains.
- Streamline information flow and speed decision making
- Work together to eliminate traditional stovepipes in favor of optimizing the Army as an Enterprise.

The purpose of the AEIOO Organizational Change Management / Communication Strategy and Plan is to build early and continuous Change Management capabilities into the AEIOO Oversight process that are based on partnering, collaboration, integration, and empowerment of all Stakeholders. It is critical that all stakeholders, from the Executive Sponsors and Leadership Steering Committees, through the Domain Owners and staff, and throughout the institutional and operational Army accept and actively support the policies and processes established to facilitate this enterprise transformation.



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## 1.2 CHANGE MANAGEMENT AND COMMUNICATIONS APPROACH

The OCM / Communication Strategy and Plan is intended to build internal, institutional, cross-functional Army and other stakeholder commitment to this initiative. An effective OCM/Communication Strategy and Plan in support of the AEIOO is vital to the success of this effort. Traditional change management efforts focus on identifying the weaknesses of the current organization and the problems that must be solved, and uses risk mitigation techniques to detail the disadvantages of not changing. This approach often leads to a defensive and argumentative reaction among the stakeholders. Searching for problems finds problems, searching for strengths that can be exploited to build greater strength - is empowering.

The AEIOO Change Management approach will focus on positive, empowering techniques that identify and leverage the inherent organizational strengths of the Army as an Enterprise - loyalty, service, and commitment to mission accomplishment. A proactive approach will be employed to provide all of the potential stakeholders with consistent information that:

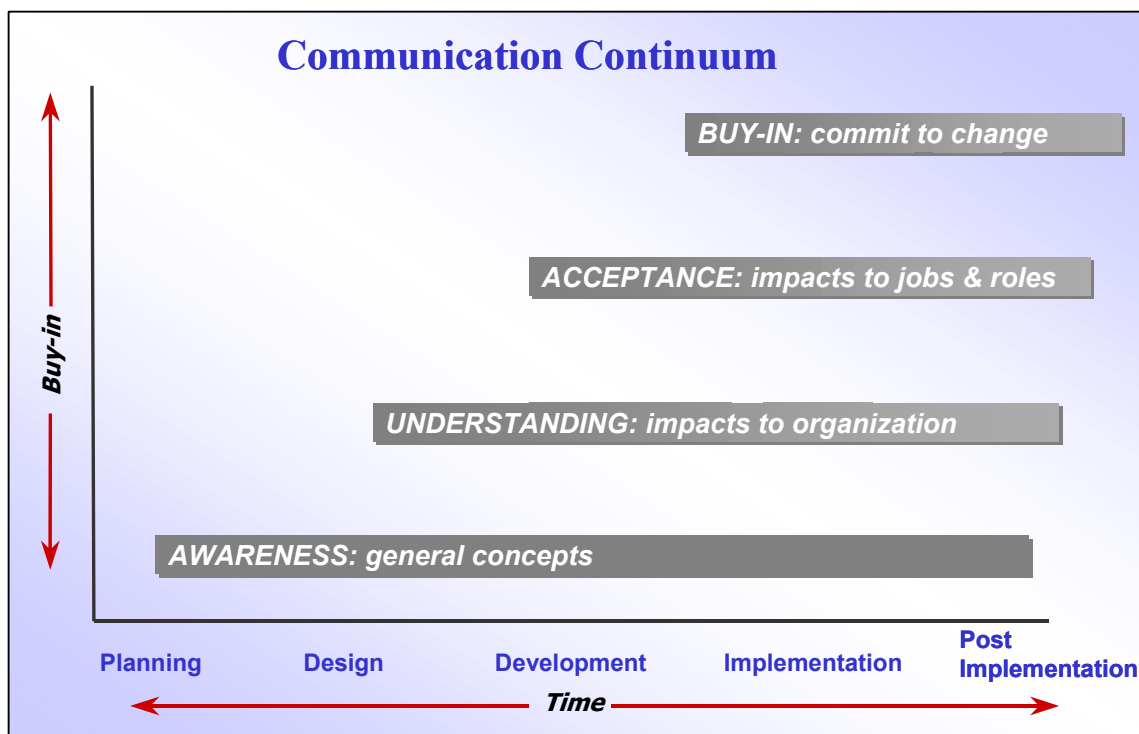
- Publishes enterprise integration governance policies, processes and procedures
- Clearly articulates the roles and responsibilities of all stakeholders
- Drives the governance structure down to the Domain and operational level
- Empowers the stakeholders to take ownership of integration efforts within their Domains, and pride in the efficiencies they achieve
- Tracks and reports on enterprise integration progress
- Recognizes, rewards and publicizes enterprise integration successes
- Overcomes natural resistance and fosters trust in the effort
- Reduces anxiety and frustration associated with moving to new technology and processes
- Maintains productivity during the transition
- Enables the Army to continue focusing on the critical elements of daily operations, while contributing to the Army Enterprise Integration efforts for the Future Force
- Builds momentum through regular and systematic communications
- Identifies key themes and messages of AEIOO efforts



### 1.3 STAGES OF THE CHANGE MANAGEMENT / COMMUNICATION CONTINUUM

The greater the understanding each stakeholder has regarding the AEIOO goals and objectives in supporting the broader Army Transformation, the more time, endurance, and initiative will be invested in making this a success. Building commitment takes time, and involves allowing individuals to progress through the following stages:

- *Awareness* that changes are taking place
- *Understanding* of the reasons for changes
- *Acceptance* of the changes to the organization
- *Buy-In* to the changes and commitment to make it work







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## 2. CHANGE MANAGEMENT / COMMUNICATION STRATEGY STRUCTURE

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### 2.1 ELEMENTS OF THE CHANGE MANAGEMENT / COMMUNICATIONS STRATEGY STRUCTURE

The elements of the Change Management / Communications Strategy Structure are:

#### 2.1.1 Change Direction: What does the Organization need to do? (Inform)

The Army must complete an enterprise-wide, end-to-end transformation that will impact its operating forces, its institutions, and its culture. In support of this, the AEIOO has been chartered to provide the top-level policy, guidance, and direction, and to establish a governance structure that will provide for the definition, design, implementation and integration of enterprise solutions across the Army. The first steps are to:

- Agree to a Vision and Strategy: To ensure maximum participation and support, the AEIOO will align it's mission, goals, and objectives to:
  - The President's Management Agenda
  - The Secretary of Defense's Transformation Guidance
  - The Army Transformation Vision (People, Readiness, and Transformation)
  - The Army Transformation Campaign Plan
  - Comport with 10 U.S.C. and General Order No. 3
- Conduct an initial Strategic Environment Assessment (October 2003)
- Communicate the AEIOO Mission, goals and objectives:
  - Create an AEIOO Change Management and Communications Strategy (October 2003)
  - Create an AEIOO Change Management Campaign Plan (October 2003)
  - Determine the various communications options available and establish a communications plan (October 2003)
  - Launch the OCM / Communications Campaign Plan (TBD - December 2003)

#### 2.1.2 Change Capability - Can the Organization do it? (Educate)

The Army will be required to create and maintain a culture of innovation and cooperation in order to exploit and shape new combinations of concepts, people, organizations, and technology, and to adapt to new and unfamiliar business practices and procedures that might challenge previous definitions of 'success.' Principles of optimization, and even



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sub-optimization, within and across domains, systems, programs, planning, and processes will be critical to the success of Enterprise Integration. Strong and committed leadership, efficient and effective decision-making, a positive focus on building new capabilities, and clear operating principles, are key elements of successful organizational change.

To accomplish this, the AEIOO will

- Establish Change Leadership and Accountability:
  - Define an Enterprise-wide Organizational Change Management reporting relationship structure mapped to the existing governance and decision making processes
  - Develop and promulgate governance policies, procedures, and processes
  - Develop clear roles, responsibilities, and accountability for oversight, coordination and management with all entities of the Army
  - Define performance metrics that will capture and report progress at the Domain and higher levels.
- Establish the Change Management Governance Structure and decision making processes
  - Position all entities within the governance structure:
    - Executive Level (Executive Offices) - Those who have the power to initiate and legitimize all enterprise integration efforts.
    - Steering Level (SIG and ERP Advisory Group) - Those with political, logistical and economic power to drive the enterprise view of the integration solutions.
    - Enterprise Integration Level (AEIOO) - Those charged with establishing the governance principles, structures, policies, and processes that will drive enterprise integration solutions.
    - Domain Owners (Operational and Institutional) - Those with political, logistical, and economic proximity to stakeholders who will devise and accomplish the Enterprise Integration Solutions.
  - Begin monthly status reports tracking the progress of processes, programs and projects for which AEIOO has oversight responsibility (January 2004)



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- Communicate the Governance Structure and the roles, responsibilities, accountability, and relationships of all entities and stakeholders (March 2004)
  - Communicate the Enterprise Integration Framework, and its attendant toolkits and reference models (with instructions for access and use, limitations) including Configuration Management guidance (March 2004)
  - Communicate the overarching Enterprise Integration Strategy (Preliminary Strategy report April 2004; Final Enterprise Integration Strategy July 2004)
  - Communicate the results of the Domain Gap Analysis (Sep 2004) and the Transition Plans (TBD)
  - Encourage each domain owner and entity stakeholder to cascade change leadership throughout the organization. Each level within the organization should have visibility to a front-line advocate for Enterprise Integration efforts.
  - Validate that Domain Owners and entity stakeholders are managing and sharing ownership of the responsibility for the success of the Enterprise Integration effort.

### **2.1.3 Change Behavior - Will the Organization do it? (Institutionalize)**

As entities and stakeholders see change grounded in positive actions that contribute to the Transformation to the Future Force, rather than as an attack on perceived weaknesses or a loss of individual or organizational positioning, they will resist it less and contribute more. The AEIOO will work to:

- Create Supporting Behaviors and Culture that:
  - Translates the business case for success into a compelling need to participate and draws members toward the future state
  - Build a critical mass of stakeholder involvement and enthusiasm
  - Provide policies and practices that support enterprise integration
  - Specify the new behaviors that will be expected, and rewarded, in the future state
- Enlist and build Stakeholder Commitment
  - Identify overall goals and objectives, and communicate so that all stakeholders understand the need for change.
  - Identify future growth areas, so that stakeholders can take positive steps to align themselves to the future state.



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- Remove any inconsistencies with the objectives of the change, such as competing initiatives, misaligned rewards, or blurred messages about the future state.
  - Ensure that individually and collectively, stakeholders can reframe the disruption they might experience along the way in terms of their contribution to a future that is both exciting and achievable.
  - The future state should be seen as focused, challenging, relevant, evolving and actionable. Further, the stakeholders should be able to see any sacrifices they might make as understandable and shared.
  - Work with stakeholder to identify and disseminate performance metrics that will be used to track progress.
  - When stakeholders do not understand the future state, organizational inertia will block progress and create frustration and mistrust. When stakeholders understand the vision and the changes necessary to achieve it, fear and resistance give way to understanding and commitment.

#### **2.1.4 Change Sustainability - Will the Organization keep doing it? (Internalize)**

Once the AEIOO governance structure is established, and the policies, procedures and directions designed to deliver the Enterprise Integration Framework are implemented, the process must be institutionalized and then internalized within and across the Army Enterprise to allow the AEIOO to transition oversight to the institutional stakeholders and allow the AEIOO to be sunset. By this point, the Enterprise Integration Framework must be an integral part of every strategy document and management decision.

There should be technology, systems, and process enablers to ensure that compliance with the Enterprise Integration Framework is built into any modifications to existing processes or systems, just as it would be for new initiatives. The established governance structure will be involved in ensuring compliance, or with issue resolution in the event that compliance is not achieved. The transition governance structure must allow for unanticipated external or internal events that could impact progress or success.

To sustain performance levels, performance metrics should continue to be communicated and employed. The Army Enterprise must create and sustain an environment where the behaviors needed for successful integration are developed, modeled, measured and rewarded. The environment must also allow for the reinforcement, or reshaping, of the Enterprise Integration Framework over time.

In order to achieve the Internalization stage of the Change Management process, the organization must be aligned to support the new Enterprise Integration Framework:

- Establish Organizational Performance Enablers



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- Leadership Commitment
  - Education and development
  - Organizational Design and structure
  - Communications
  - Performance Management and rewards
  - Culture and competencies that support enterprise integration
  - Manage to Deliver the required outcomes
    - Integrate the technology, process, and people components
    - Ensure sufficient flexibility in the implementation and rollout
    - Develop a Change Management Infrastructure in every domain.
      - Personnel from each Domain must work together to optimize, or in some cases sub-optimize, to improve the efficiencies or effectiveness of the Army Enterprise as a whole, rather than within the Domains individually.
    - Reward and acknowledge high performing teams



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### 3. CHANGE MANAGEMENT / COMMUNICATIONS STRATEGY GOALS & OBJECTIVES

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#### 3.1 CHANGE MANAGEMENT / COMMUNICATIONS STRATEGY GOALS

The primary goals of the AEIOO Communication Strategy and Plan are identified below. The types of communication structures to be developed will provide AEIOO stakeholders with a formal, organized knowledge of the AEIOO and its role in enterprise integration. The supporting change management initiatives will be delivered through a variety of media in order to inform, educate, motivate and commit the Army Enterprise to the necessary integration changes, in collaboration with the AEIOO throughout development and deployment.

- Establish an effective two-way communication process that supports an understanding of the AEIOO and the rationale for Enterprise Integration
  - Create a plan to establish ongoing communication methods using formal and informal vehicles
  - Develop a detailed, multi-tiered communications plan that will deliver the AEIOO message to all stakeholders, internal and external, and move them through the Change Management Continuum
  - Define the steps that create a two-way communication process between AEIOO and its constituent stakeholders
  - Define the steps that create the communication process between AEIOO and its external stakeholders
  - Establish a process that utilizes user-friendly communication vehicles and content that are easily accessible, easily understood and engaging
  - Create a strong brand identity for the AEIOO communications (AEIOO Logo, AEIOO web-site, Newsletters, Email Banner, Panels Template, etc)
  - Create an Enterprise Integration data repository and information exchange that captures and shares best practices, progress reports, management information, and tools, using Army Knowledge Online (AKO).
- Gain institutional support and commitment to the goals and objectives of Enterprise Integration
  - Determine central message, and key themes for each stage to build Awareness, Understanding, Acceptance, and Buy-in
  - Establish an extended, multi-faceted and multi-level communications network that will assist in both delivering messages and listening for feedback



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- Align communication messages with needed behavior changes to support the Army Enterprise Integration business direction
  - Publicize successes and recognize those responsible, publish feedback
  - Assist with internal communication processes for the AEIOO team
    - Establish communication channels that enhance cross-team communication and outline the communication process, including roles and responsibilities among AEIOO team members.



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### **3.2 CHANGE MANAGEMENT / COMMUNICATIONS STRATEGY OBJECTIVES**

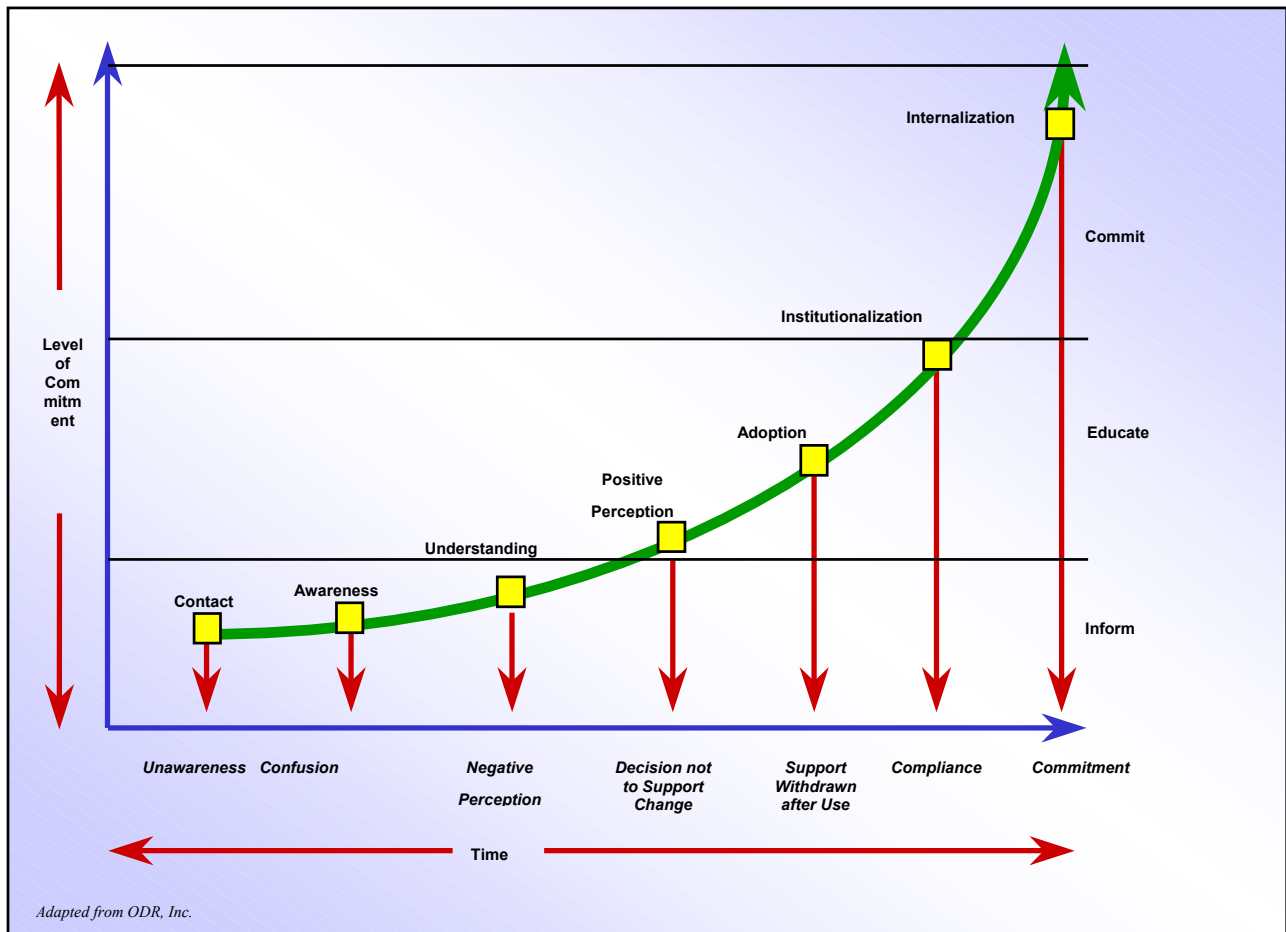
In addition to supporting commitment to change, the Change Management / Communication Strategy and Plan has the following objectives:

- Provide stakeholders with a clear view of AEIOO's mission and future direction
- Move Stakeholders through the stages of the Change Management Continuum
- Provide mechanisms for two-way communications, and continuous feedback
- Create momentum through communications clearly signaling that we are improving the way we do business
- Provide stakeholders with just-in-time information specific to their needs
- Promote understanding and commitment to new operating principles
- Create communications that are flexible and responsive to local requirements
- Develop and deploy communications effectiveness metrics
- Validate communications and change management effectiveness continuously through use of surveys, focus groups, Question & Answer (Q&A) Mailbox, Frequently Asked Questions (FAQs) etc.
- Track and measure the level of Commitment achieved among stakeholders over time by tracking, plotting and publishing performance metrics by domain.





## The Change Management Continuum





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## 4. STAKEHOLDERS

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### 4.1 STAKEHOLDER ROLES AND RESPONSIBILITIES

Stakeholders are individuals or groups who have a stake in the outcome of the Army Enterprise Integration effort and the AEIOO, and who will be impacted by the new governance structures, processes and systems. They have some power to either facilitate or block implementation of necessary changes. The primary stakeholder groups include:

- Executive Sponsors. The Executive Sponsors and Senior Executive External Stakeholders have ultimate authority and responsibility over the success of Army Transformation and Enterprise Integration. The Executive Sponsors are the ultimate decision authority responsible for the resolution of any issues that are unable to be resolved by the Steering Committee.
- The Steering Committee / ERP Advisory Group. This group has overall responsibility for the success of cross-functional Enterprise Integration and ERP systems development efforts. They have a vested interest in program planning and budgeting and end-to-end connectivity results across the Enterprise, and will be responsible for resolving conflicts over issues and providing high-level direction.
- Supporting Leadership. This group includes leadership of both operational and institutional organizations or entities, both inside and outside the Army. This group would include Transformation Offices, Enterprise Integration Offices, DOD or DOA staff, Configuration Control Board (CCB), and major commands / combatant commanders. This group would also include influential external stakeholders such as adjacent and supporting organizations, unified commands, and other Federal Agencies.
- Influencers. These offices or groups have reporting relationships with the Supporting Leadership, whether as seniors, peers, or juniors, who will observe, measure and evaluate progress and commitment.
- Domains. These groups have direct responsibility for the compliance of all processes, procedures, programs and systems both within their Domain, and between domains. The Domain Owners have direct influence on the stakeholders, and the ability to monitor performance, determine the impact of the change on stakeholders, and track and report progress in alignment to the Enterprise Integration Strategy. These groups will execute the policies and procedures in the governance and references models, and complete the deliverables necessary for compliance with the framework.
- Target Audiences. Transitional terms used to designate the stakeholders, or stakeholder groups, who will be targeted for a particular communication.



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- The AEIOO has oversight responsibility for achieving the end-to-end enterprise integration of process, procedures, programs and systems for the Army as One Enterprise - between and among all the entities, organizations, domains, and stakeholders.

## 4.2 STAKEHOLDER IDENTIFICATION AND ANALYSIS

A key to the effective implementation of the communications strategies within AEIOO is recognizing the impacted stakeholders. The external stakeholders are constituents not directly involved in achieving the goals and objectives of the AEIOO, but provide guidance and influence. Conversely, internal stakeholders are directly involved in the success of Enterprise Integration. The following have been identified as key external and internal stakeholders impacted by the AEIOO. **Appendix A** contains a complete listing of External and Internal Stakeholders, by organization, role and responsibility.

### *External Stakeholders*

- Senior Executive External Stakeholders: White House, Secretary of Defense, and Congress
- Adjacent Organizations: DoD (including the other services) and other DoD Offices (such as Business Management & Systems Integration (BMSI) and the Business Initiative Council (BIC)) and Agencies (such as Defense Finance Accounting Service (DFAS) and Defense Information Systems Agency (DISA))
- Unified and Specified Commands
- Other Federal Agencies
- States, 32 U.S.C, as applicable

### *Internal Stakeholders*

- Executive Sponsors
- Steering Committee
- ERP Advisory Group (a subset of the CIO Executive Board)
- Configuration Control Board
- Transformation Offices
- Enterprise Integration Offices
- Army Secretariat
- Army Staff
- Combatant Commanders / Major Commands



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- Domain Owners
  - Army members (All Components: Active, Reserve, Guard, Civilians, Contractors)



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## 5. CHANGE MANAGEMENT / COMMUNICATION STRATEGY

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### 5.1 COMMUNICATIONS STRATEGY

To achieve the AEIOO Change Management / Communication Strategy and Plan goals and objectives, and to create a clear sense of commitment to change, we have identified six basic Communication Strategies that will drive the communication approach.

- ***Use multiple channels to distribute push or pull communications such as*** project status, milestones, performance metrics, significant successes, upcoming events and general information. This will be done through the use of existing channels of communications such as Internet (.com), intranet (Army Knowledge Online (AKO)), Steering Committee meetings, team meetings, briefings, conferences, status reporting, email, memoranda and newsletters.
- ***Use direct channels to distribute and receive detailed or sensitive information,*** in face-to-face discussions, desk side briefings, breakfast series, or decision briefings in an Accelerated Solutions Environment with select, designated participants. This will enable two-way channels of communication from the AEIOO team to the senior internal and external stakeholders affected by the new policies, procedures, and processes. This type of communication channel could also be used for communicating sensitive information depending on the nature and relationship.
- ***Use Supporting and Domain leadership*** to communicate status updates & progress toward Enterprise Integration to their areas of responsibility, to reinforce organizational commitment and ownership, and to acknowledge and reward successes. Credibility for the effort and its related key activities can be enhanced if leadership assumes ownership, sponsorship and responsibility for key communication processes.
- ***Use Influencers and Targeted Audience communications*** to build support or commitment, improve performance, evaluate communications effectiveness, or reinforce behavioral changes.
- ***Rely on the AEIOO Team*** as key components of the informal communication and feedback loop. They will be responsible for the day-to-day involvement in the AEIOO activities and oversight, and will use both formal and information communications channels to keep necessary stakeholders updated.
- ***Use Communications Effectiveness Assessments and feedback mechanisms*** with all distribution channels to monitor communication effectiveness and consistency. Receiving feedback from stakeholder groups will be critical; evaluating what messages are received and what channels are most effective will allow the AEIOO team to adjust communications, identify issues and develop solutions.



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## 6. KEY THEMES AND MESSAGES

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### 6.1 FOUNDATIONAL THEMES

The foundational themes that will form basic communication about the AEIOO and its mission to achieve end-to-end Enterprise Integration will reflect:

- The summary findings and recommendations from the Strategic Environment Assessment (including Strengths, Weaknesses, Threats, Trends, and Opportunities) to inform and build the business case that compels change:
  - There is a narrow window of opportunity to establish, institutionalize and internalize a governance structure that will develop, deliver and sustain policies and processes that will permit Enterprise Integration
  - Action must begin now to take maximum advantage of the current alignment of political, military, and economic will which supports both Transformation and Enterprise Integration.
  - Sponsorship at the Secretarial / 4-star level and below must be consistent, unambiguous, reinforced, and rewarded.
  - The Army must focus on end-to-end enterprise integration, and eliminate stovepipes and traditional business practices in favor of optimization of the Army as One Enterprise.
- Commitment to achieving the Army Transformation Vision
- Recognition that transforming the institutional Army and business practices will release resources (defined as *personnel, dollars, and time*) that will produce the new operational warfighting capabilities, (i.e., the Third Wave).
- The AEIOO Change Management Campaign brand.
- The AEIOO Change Management Campaign will focus on the four "Cs":
  - Collaboration
  - Cooperation
  - Coordination
  - Communication

All communication from the AEIOO and the AEIOO Team to stakeholders should be free and open and consistent with these themes. There is no work product of the AEIOO that cannot be shared with any of our stakeholders. The foundational themes will be the cornerstone to detail the more specific supporting messages.



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## 6.3 SUPPORTING MESSAGES

These messages reinforce the foundational themes by communicating the rationale for these changes to stakeholders and target audiences; e.g. goals and objectives, strategic alignment with the Army Vision, benefits to the Army as an Enterprise, etc, to build and maintain commitment to change. They also educate, inform, shape, reinforce, reward and sustain the stakeholder roles, responsibilities and contributions to the accomplishment of the goals mentioned as "foundational themes". In addition, supporting messages will include the target audience roles and responsibilities, project scope as well as the details around how and when implementation will occur.

Supporting messages for AEIOO will also deliver the new governance policies, procedures, and processes that will support the overarching Enterprise Integration strategic initiatives that will include:

- Integrating and coordinating the development of Army Enterprise Business Systems efforts across Operational and Institutional domains
- Supporting the oversight and synchronization of the Army functional and systems enterprise integration development efforts with DoD and other external organizations
- Focusing on Army processes and their synchronization with Operational Army Transformation and Integration Change Strategies, across all domains and organizational structures of the Army
- Implementing the Configuration Control Board; management plan, policies and procedures
- Streamlining the provision of core services through increased standardization of back-office functions
- Improving decision support tools and processes
- Reducing the number of extant systems and interfaces across all domains
- Improving information management
- Redesigning processes from end-to-end
- Technology Enhancement
- Product Development
- People Initiatives

The supporting messages around these strategic initiatives will continue to validate the foundation themes of improving the way the Army does business.



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## **6.3 CAMPAIGN LAUNCH**

### **6.3.1 Launch to Senior Leadership**

The AEIOO Change Management Campaign materials will be developed, reviewed and approved by the AEIOO. The initial launch will convey the foundational themes, AEIOO approach and the governance structure to senior leadership both internal and external to the Army, as designated by the Director, AEIOO. The initial launch will be conducted in a series of face-to-face, desk side briefings of the materials with the Director and appropriate 4-star or 3-star level stakeholders.

### **6.3.2 Launch to all others**

Once the initial round of meetings is complete, the AEIOO Change Management Campaign will be launched for the broader audiences, internal and external to the Army. This campaign will be introduced with an appropriate Memorandum from the Secretary and the CSA, and will be conducted electronically through the activation of the AEIOO Web-Site, delivered to all internal and external stakeholders via email. The Campaign materials, AEIOO Charter, project deliverables, link to data repository, and feedback mechanism will all be available through the AEIOO Web-Site.

Due to the critical nature of clear and visible Secretarial support, the Campaign will be prepared for launch immediately following the signature of the launch Memorandum.





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## 7. CHANGE MANAGEMENT & COMMUNICATION VEHICLES

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Communication channels are the fora and media through which themes, messages, and information are shared with stakeholders. They also provide channels for feedback and involvement from the stakeholders. Some channels will be used more frequently than others, depending on the stakeholders involved, the feedback desired and the time factors required. Some key communication channels include:

- AEIOO Steering Committee Meetings
- Desk-side briefings
- Breakfast Series
- Decision Support fora (CIO Executive Board / ERP Advisory Group, SIG, Accelerated Solution Environment (ASE) sessions, etc)
- Army Strategic Communications Directorate
- Memoranda, Newsletters
- E-mails
- Progress Reports / Status Reports / Performance metrics
- Army Intranet Site (AKO)
- AEIOO Quarterly Meetings
- AEIOO Internet Site (.com) – What's New at AEIOO!!
- AEIOO Shared Drive Directory / Data Repository
- Facilitated Sessions
- Conference Calls / web-casts
- AEIOO Team Status Meetings (All)
- Training Materials
- Team Social Events

All of these communications channels will likely be used during the course of the AEIOO. It is important that these channels are identified, agreed upon and put into action at the beginning of this project. To help facilitate this process, we have put together an action plan described in the next section.



## 8. COMMUNICATION ACTION PLAN

### 8.1 COMMUNICATION ACTION PLAN

The initial action plan details the communication channels and the stakeholders that will be reached by each channel, key messages and objectives, the frequency of the communication, including the person(s) primarily responsible for the success of that channel, the timeframe and materials. The detailed Communication Plan with the scheduled communications, audiences, Change Management stage supported, and target dates for release will be developed immediately following the approval of the Change Management / Communication Strategy and Plan by the Director, AEIOO.

Stakeholder/ Audience	Communication Channel	Message/ Objectives	Frequenc y	Communicator	Content Developer
Senior Executive External Stakeholders	Face-to-Face	Overview of Campaign	Once	Dir, AEIOO	OCM Lead
Senior Executive External Stakeholders	Face-to-Face meetings	Briefing, review performance metrics and obtain guidance	Semi- Annual	Director, AEIOO	OCM Lead
Senior Executive External Stakeholders	Email / Link to Web-site	Progress Reports - status update: Updates <ul style="list-style-type: none"><li>• Work Done High Level (including accomplishments)</li><li>• Where we are</li><li>• Work Moving Forward</li></ul>	Quarterly	Director, AEIOO	OCM Lead



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Stakeholder/ Audience	Communication Channel	Message/ Objectives	Frequenc y	Communicator	Content Developer
Executive Sponsors	Face-to-Face Meetings	Campaign Launch: 1) AEIOO Mission 2) Strategic Environment 3) Present vs. Future State 4) Work Done High Level (including accomplishments) 5) Where we are 6) Enterprise Integration Framework – High Level (7) Impacts / Linkages to Other Enterprise Integration / Transformation Offices (8) Roles & Responsibilities	Once	Dir, AEIOO	OCM Lead
Executive Sponsors	Face-to-Face meetings	Briefing, review performance metrics and obtain guidance	Quarterly	Director, AEIOO	OCM Lead
Steering Committee (SIG)	Face-to-Face Meeting	Campaign Launch: 1) AEIOO Mission 2) Strategic Environment 3) Present vs. Future State	Once	Director, AEIOO	OCM Lead



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Stakeholder/ Audience	Communication Channel	Message/ Objectives	Frequenc y	Communicator	Content Developer
		4) Work Done High Level (including accomplishments) 5) Where we are 6) Enterprise Integration Framework – High Level (7) Impacts / Linkages to Other Enterprise Integration / Transformation Offices (8) Roles & Responsibilities			
Steering Committee (SIG)	Face-to-Face meeting	Progress Reports / updates, budget updates, performance review; key decisions; obtain feedback	Quarterly	Director, AEIOO	OCM Lead
Steering Committee (SIG)	Email / Link to Web-Site	Status reporting and Issues Log	Monthly	Director, AEIOO	OCM Lead
Steering Committee (SIG)	Email / Link to Web-Site	Issue escalation and resolution, Change Control	As required	Director, AEIOO	OCM Lead
ERP Advisory Group	Face-to-Face Meeting	Campaign Launch: 1) AEIOO Mission	Once	Dir, AEIOO	OCM Lead



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Stakeholder/ Audience	Communication Channel	Message/ Objectives	Frequenc y	Communicator	Content Developer
		2) Strategic Environment 3) Present vs. Future State 4) Work Done High Level (including accomplishments) 5) Where we are 6) Enterprise Integration Framework – High Level (7) Impacts / Linkages to Other Enterprise Integration / Transformation Offices (8) Roles & Responsibilities			
ERP Advisory Group	Email / Link to Web-Site	Progress Reports - status update: Updates <ul style="list-style-type: none"><li>• Work Done High Level (including accomplishments)</li><li>• Where we are</li><li>• Work Moving Forward</li></ul>	Quarterly	Director, AEIOO	OCM Lead
ERP Advisory Group	Email / Link to Web-Site	Issue escalation and resolution, Change Control	As required	Director, AEIOO	OCM Lead



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Stakeholder/ Audience	Communication Channel	Message/ Objectives	Frequenc y	Communicator	Content Developer
Supporting Leadership	Case-by-case	Campaign Launch: 1) AEIOO Mission 2) Strategic Environment 3) Present vs. Future State 4) Work Done High Level (including accomplishments) 5) Where we are 6) Enterprise Integration Framework – High Level (7) Impacts / Linkages to Other Enterprise Integration / Transformation Offices (8) Roles & Responsibilities	Once	Director, AEIOO	OCM Lead
Supporting Leadership (Transformation offices, Enterprise Integration Offices, Army Secretariat, Army Staff, MAJCOMs)	Face-to-Face meeting	Status updates, make decisions around specific implementation issues, data collection, collaboration, coordination, obtain feedback	As required	Director, AEIOO	OCM Lead



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Stakeholder/ Audience	Communication Channel	Message/ Objectives	Frequenc y	Communicator	Content Developer
Supporting Leadership (Transformation offices, Enterprise Integration Offices, Army Secretariat, Army Staff, MAJCOMs)	Email / Link to Web-Site	Progress Reports - status update: Updates <ul style="list-style-type: none"><li>• Work Done High Level (including accomplishments)</li><li>• Where we are</li><li>• Work Moving Forward</li></ul>	Monthly	Director, AEIOO	OCM Lead
SIG Configuration Control Board	Face-to-Face	CCB Management Plan	Once	Director, AEIOO	OCM Lead
SIG Configuration Control Board	Face-to-Face	CCB Management Results and Recommendations	As required or every 6 months	Director, AEIOO	OCM Lead
Domain Configuration Control Boards	Face-to-Face	CCB Management Plan	Once	Director, AEIOO	OCM Lead
Domain Configuration Control Boards	Face-to-Face	CCB Management Results and Recommendations	As required or every 6 months	Director, AEIOO	OCM Lead
Domain Owners	Face-to-Face	Campaign Launch:	Once	Director, AEIOO	OCM Lead



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Stakeholder/ Audience	Communication Channel	Message/ Objectives	Frequenc y	Communicator	Content Developer
	Meeting(s)	1) AEIOO Mission 2) Strategic Environment 3) Present vs. Future State 4) Work Done High Level (including accomplishments) 5) Where we are 6) Enterprise Integration Framework – High Level (7) Impacts / Linkages to Other Enterprise Integration / Transformation Offices (8) Roles & Responsibilities			
Domain Owners	Email / Link to Web-Site	Project update by department	Monthly	Director, AEIOO	OCM Lead
Domain Owners	Face to Face meetings	Status updates, make decisions around specific implementation issues, data collection, collaboration, coordination, obtain feedback	As required	Director, AEIOO	OCM Lead





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Stakeholder/ Audience	Communication Channel	Message/ Objectives	Frequenc y	Communicator	Content Developer
All Stakeholders	Email / Link to Web-Site	CCB Implementation	Once	Director, AEIOO	OCM Lead
TBD	Face-to-Face meeting	Work sessions / Conferences to educate the Army and DoD community, or to otherwise accomplish AEIOO mission objectives.	Quarterly	Various	OCM Lead
AEIOO Teams	Face-to-Face meeting	Status meetings	Weekly	Director, AEIOO	Team
AEIOO Teams	Email / Link to Web-Site	Status meetings	Weekly	Director, AEIOO	Team
All Army	Newsletter	Status Update	Quarterly	Director, AEIOO	OCM Lead
All Army	Intranet	High-level overview of project status and implementation; Highlight early successes; feedback	Update as required, at least monthly	Director, AEIOO	OCM Lead
All Army	Email / Link to Web-Site	High-level overview of project status and implementation; Highlight early	Weekly	Director, AEIOO	OCM Lead



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Stakeholder/ Audience	Communication Channel	Message/ Objectives	Frequenc y	Communicator	Content Developer
		successes; feedback			



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## 9. END NOTES

1. Public Law 107-314, National Defense Authorization Act for Fiscal Year 2003, HR 4546
2. BMMP Homepage
3. Army Transformation Roadmap
4. AEIOO Charter, April 2003